# MGM UNIVERSITY

## Chh. Sambhajinagar

## A

## Ph.D. Final Synopsis on

# "CRITICAL STUDY OF STAND-ALONE RESTAURANT BUSINESS TO FIND OUT SUCCESS AND FAILURE PARADIGMS WITH SPECIAL REFERENCE TO PUNE CITY"

**In**

**Management & Commerce**

**By**

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## 1. Introduction (Research Problem, Objectives, Significance)

Pune, renowned as the Cultural Capital of Maharashtra, is also acknowledged as the state's educational hub, home to several prestigious universities. Furthermore, the city is a significant center for automobile manufacturing. The IT sector is contributing to the city's growth, attracting migrants from different districts, states, and even countries, in addition to its other attractions. Pune offers a wide array of dining establishments and food joints that cater to the culinary needs of its diverse population. The city is renowned for its delightful fusion of traditional and modern culinary delights. It offers a wide range of culinary options, from local Maharashtrian cuisine to popular international dishes. The city is home to numerous restaurants, including many standalone establishments.

A standalone restaurant can be described an establishment where patrons can sit and enjoy meals and beverages prepared on-site, typically paying for the experience after dining. People frequent restaurants for various reasons, including social gatherings with family and friends, exploring diverse cuisines, taking a break from routine, relaxing, and conducting business meetings. Nowadays, many restaurants also offer takeout services, allowing customers to order food and take it away to eat elsewhere. Restaurants generally fall into two main categories: standalone establishments that offer food and beverages, and those that are part of larger businesses, such as hotels (Strate & Rappole, 1997). Standalone restaurants can vary widely, offering anything from local dishes to classic international cuisine, and range from inexpensive options to high-end dining experiences, including casual and fine dining (S. Q. Liu et al., 2020).

## 2. Literature Review (Key Theories, Research Gap)

### Literature Review:

The classic 4Ps model, introduced by Jerome McCarthy in the 1960s, has been instrumental in shaping marketing strategies across various industries. This model emphasizes the essential components of marketing—Product, Price, Promotion, and Place—which are critical for developing effective marketing strategies(McCarthy, 1964). The 4Ps model has provided a solid foundation for understanding how companies can meet customer needs and drive sales.

In response to the growing complexity of service industries, (Bitner & Booms, 1981)expanded the marketing mix framework to include three additional elements—Physical Evidence, People, and Process—resulting in the 7Ps model. This extended framework was designed to address the intangible nature of services and the importance of the customer experience in service delivery.

**Product**

In a standalone restaurant, the "Product" encompasses the food and beverage offerings as well as the overall dining experience(Grönroos, 1997). This includes the menu, which should be thoughtfully designed to appeal to the target audience with a variety of options that cater to different tastes and dietary preferences(Amofah et al., 2016). The quality of ingredients and preparation methods is crucial; the restaurant must ensure that every dish is consistently well-prepared and meets high standards of freshness and flavour. Presentation also plays a significant role, as the visual appeal of the dishes can enhance the dining experience and influence customer satisfaction(Putra et al., 2020).

**Price**

It's important to set prices that offer perceived value, where customers feel they are getting good quality for the money spent(Hu et al., 2009). Additionally, implementing promotional pricing strategies, such as discounts, special deals, or loyalty programs, can attract new customers and encourage repeat business while ensuring that the pricing structure aligns with the restaurant's overall financial goals(Hubbard, 2018).

**Place**

"Place" refers to the physical location of the restaurant and how it is accessed by customers. Choosing a strategic location with high visibility and foot traffic can significantly impact the restaurant's success(Prayag et al., 2012). The interior design and layout of the restaurant should create an inviting and comfortable atmosphere that complements the restaurant's concept, whether it's casual, fine dining, or themed(Pizam & Tasci, 2019). The ambiance, including décor, lighting, and seating arrangements, should enhance the dining experience and make customers feel welcome(Ryu & Han, 2011).

**Promotion**

Social media marketing plays a crucial role in today's digital landscape; using platforms like Instagram, Facebook, and Twitter to share engaging content, special offers, and updates can attract new customers and maintain engagement with existing ones(Mahmoud & El-Masry, 2023). Promotional activities

should highlight the restaurant's unique selling points and create buzz to drive foot traffic.

**People**

In the context of a restaurant, "People" refers to the staff and their interactions with customers(W. G. Kim et al., 2005). The quality of service provided by the staff can greatly impact the overall dining experience. Hiring skilled and personable staff, including chefs, servers, and management, is essential for delivering exceptional service(Auberry et al., 2019).

**Process**

Streamlining operations through efficient processes and leveraging technology, such as point-of-sale systems and online reservation platforms, can minimize wait times and improve service quality(Roy et al., 2022). Establishing standard operating procedures helps maintain consistency in food preparation and service.

**Physical Evidence**

"Physical Evidence" refers to the tangible aspects that support the restaurant's brand and service experience(Ariwibowo et al., 2020). This includes the physical environment of the restaurant, such as its décor, cleanliness, and overall ambiance, which should align with the restaurant's concept and brand identity(Marinkovic et al., 2014).

**Customer Satisfaction**

Customer satisfaction is a critical factor in the success of any service-oriented business, especially in the restaurant industry(Aftab et al., 2016). For standalone restaurants, which operate independently without the backing of a larger chain, ensuring customer satisfaction is not only crucial for retaining customers but also for building a reputation that can compete with well-established brands(Khare, 2022).

Standalone restaurants, unlike chain restaurants, often differentiate themselves through the unique and personalized nature of their service(Han & Ryu, 2009). While chain restaurants typically adhere to standardized procedures to maintain consistency across multiple locations, standalone establishments have the flexibility to tailor their service to the individual preferences and expectations of their customers. This ability to customize the dining experience allows standalone restaurants to create a more intimate and memorable experience, fostering a deeper connection with their clientele(Suraj, 2016)

The focus on food quality in standalone restaurants extends beyond just the taste and presentation of dishes(Dareker & Peshave, 2016). It involves a commitment to using fresh, high-quality ingredients, often sourced locally or organically, to create meals that are both flavourful and nutritious(Zanella, 2020).

**Customer Lifetime Value**

Customer Lifetime Value (CLV) is a crucial metric in the restaurant industry, particularly for standalone restaurants that rely on repeat business and word-of-mouth referrals to sustain their operations(V. Kumar, 2018). CLV refers to the total revenue a business can expect from a customer throughout their entire relationship with the establishment(Zeithaml et al., 2001). In the context of

standalone restaurants, understanding and maximizing CLV is essential for long-term profitability and success, as these businesses often lack the brand recognition and marketing resources of larger chains(V. Kumar, 2024).

Research has also identified specific attributes of product quality that impact customer satisfaction. For example, the SERVQUAL model introduced by (Parasuraman et al., 1988)includes dimensions such as reliability, responsiveness, assurance, and empathy. Although primarily designed for service quality, these dimensions are also relevant to product quality in the restaurant context. Attributes such as food consistency, portion size, and overall taste have been found to significantly affect customer satisfaction(P. Liu & Tse, 2018).

The integration of theories such as the **SERVQUAL model**, **Equity Theory**, **Consumer Value Theory**, **Relationship Marketing Theory**, and **Social Exchange Theory** provides a robust theoretical framework that supports the understanding of these relationships. Theories like SERVQUAL and Consumer Value Theory explain how customers' perceptions of service quality and value are central to their overall satisfaction. In turn, this satisfaction drives CLV, a key metric for the long-term success of stand-alone restaurants.

Additionally, the literature review underscores the importance of demographic factors such as gender, age, income, occupation, family size, and marital status in moderating the relationship between the 7 Ps and customer satisfaction. These factors influence customer expectations and perceptions, suggesting that stand-alone restaurants must adopt a segmented approach to effectively meet the diverse needs of their clientele.

**The synthesis of recent studies indicates that while there is significant research on the individual components of the 7 Ps, there remains a gap in understanding how these elements interact holistically to impact customer satisfaction and CLV, particularly in the unique setting of stand-alone restaurants. Future research should aim to bridge this gap by exploring these interactions more comprehensively and by incorporating cultural and regional variations, especially within the Indian context.**

**Research Gap 1: Limited Application of the 7Ps Framework in Stand-Alone Restaurants.**

**Research Gap 2: Integration of Tangible and Intangible Elements.**

**Research Gap 3: Impact of Marketing Mix on Customer Lifetime Value (CLV).**

**Research Gap 4: Innovation in Marketing Strategies.**

**Research Gap 5: Using Artificial Neural Network in Methodological Gap.**

## 3. Research Methodology (Design, Sampling, Data Collection, Analytical Tools)

The primary aim of this research is to thoroughly investigate the multifaceted factors that contribute to customer satisfaction in Pune's restaurant industry and how these elements affect CLV. The research philosophy primarily adopts a deductive approach, testing existing theories and concepts to assess their applicability to customer satisfaction and CLV in the restaurant sector. It formulates hypotheses based on established theories and tests them through rigorous empirical analysis. Additionally, the study embraces a positivist approach, emphasizing objective measurements and cause-and-effect relationships.

**Research Question**

To investigate the research framework and assess impact of 7P's of Service Marketing Mix over Customer Satisfaction and Customer Lifetime Value of restaurant customer, this study examines following questions:

RQ1. How do the 7Ps of marketing (Product, Price, Place, Promotion, Physical Evidence, Process, People) individually impact customer satisfaction in restaurant businesses?

RQ2. How does customer satisfaction impacts Customer Lifetime Value (CLV) in restaurant businesses?

RQ3. How does demographic background (Age, Gender, Income level, Occupation, family size and marital status) influence Customer Lifetime Value in restaurant businesses in Pune?

**Objectives:**

- To investigate how the 7Ps of marketing (Product, Price, Place, Promotion, Physical Evidence, Process, People) individually influence customer satisfaction in Pune's restaurant industry.
- To explore the relationship between customer satisfaction and Customer Lifetime Value (CLV) in Pune's restaurant industry.
- To understand how demographic factors such as age, gender, income, occupation, and other socio-demographic variables influence customer satisfaction and CLV in Pune's restaurant industry.

**Hypothesis**

$H_1$: There is a significant impact of Product quality (one of the 7Ps) on customer satisfaction in restaurant business.

$H_2$: The price for value perception has a significant impact on customer satisfaction in restaurant business.

$H_3$: There is a significant impact of convenient place (location) on customer satisfaction in restaurant business.

$H_4$: There is a significant impact of effective promotional strategies on customer satisfaction in restaurant business.

$H_5$: There is a significant impact of positive physical evidence (ambiance and cleanliness) on customer satisfaction in restaurant business.

$H_6$: There is a significant impact of smooth process (service efficiency and convenience) customer satisfaction in restaurant business.

$H_7$: There is a significant impact of supportive and professional people (staff interactions) on customer satisfaction in restaurant business.

$H_8$: There is a significant impact of customer satisfaction over customer lifetime value in the restaurant business.

$H_{9a}$: There is a significant impact of different gender on customer lifetime value in Pune's restaurant industry.

$H_{9b}$: There is a significant impact of different age groups on customer lifetime value in Pune's restaurant industry.

$H_{9c}$: There is a significant impact of income level on customer lifetime value in Pune's restaurant industry.

$H_{9d}$: There is a significant impact of occupation on customer lifetime value in Pune's restaurant industry.

$H_{9e}$: There is a significant impact of different family size on customer lifetime value in Pune's restaurant industry.

$H_{9f}$: There is a significant impact of marital status on customer lifetime value in Pune's restaurant industry.

**Research Design**

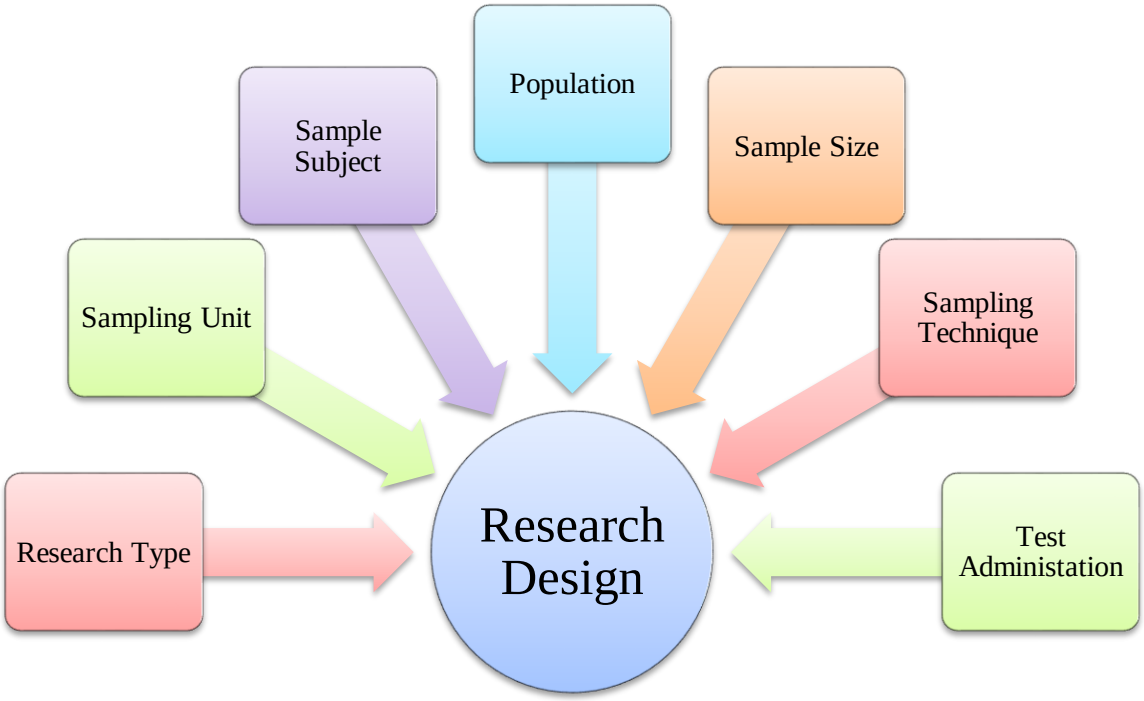



Figure 2: Research Design of the Study

**Sampling Unit**

For this study, research was conducted across various locations in Pune, focusing on key areas including the city centres, suburban regions, and other strategic locations. Each individual participant serves as a distinct sampling unit, allowing for a comprehensive and targeted exploration of customer satisfaction and CLV dynamics within the local restaurant industry.

**Sample Size:**

**1) According to Cochran Formula:**

$$n = \frac{Z^2 \times p \times (1-p)}{E^2}$$

Where,

- $n$ is the required sample size.
- $Z$ is the critical value from the standard normal distribution corresponding to 95% confidence level (1.96).
- $p$ is the estimated proportion of the population with the characteristic of interest.
- $E$ is the desired margin of error at 5% (0.05).

Following the steps and substituting the given values into **the Cochran formula**, the sample size is initially calculated as 385.

2) **According to G* power** analysis the sample size will be between 146 respondents.
3) According to Rule of Thumb the sample size determined was 530

**To encompass maximum respondents total of 610 respondents sample size was decided considering all the parameters.**

**Sampling Technique**

Given the unique socio-economic dynamics and geographical specifics of Pune, Maharashtra, a practical approach is employed through Convenience Sampling. This method is chosen for its pragmatic suitability in addressing potential challenges in achieving a fully representative sample using probabilistic methods.

**Test Administration**

For the survey employed in this study, a meticulously designed questionnaire was developed in both hard copy and Google Form formats to optimize respondent convenience and accessibility. The researcher personally supervised data collection at specified locations detailed in the methodology, ensuring procedural rigor and the mitigation of potential response biases.

**Operationalization of Variable**

- *Product:* In the context of the restaurant industry, "Product" encompasses the variety, quality, and presentation of food and beverages offered to customers. It includes menu diversity, ingredient freshness, taste, quantity, quality, and overall food quality (Brun, 2012; Sulek & Hensley, 2004). The product's appeal is crucial for attracting and retaining customers, as it directly influences their satisfaction and perceived value. High-quality products not only meet customer expectations but also enhance their dining experience, contributing significantly to customer satisfaction and loyalty(Kukanja et al., 2017).
- *Price:* "Price" in the restaurant industry refers to the cost customers pay for the food, beverages, and services provided. It encompasses the pricing strategy, perceived value for money, and affordability. Effective pricing balances profitability with customer satisfaction, ensuring that customers feel they are receiving good value. Competitive and transparent pricing can enhance customer satisfaction, influence dining choices, and build long-term loyalty. Price sensitivity varies among different customer segments, making strategic pricing essential for attracting and retaining diverse clientele(Bhattacharya & Friedman, 2001; Kukanja et al., 2017; Meng & Elliott, 2008).
- *Place:* Place refers to the distribution channels through which customers access a restaurant. In the restaurant industry, these channels typically include location, direct distribution, and indirect

distribution via travel agencies or other providers. The geographical location of a restaurant, as highlighted in previous studies, plays a critical role in its (Bowie & Buttle, 2004; Parsa et al., 2011). Our study incorporates quality indicators such as entrance accessibility, availability of parking areas, cleanliness of surroundings, perception of whether the restaurant justifies travel distance, and indirect distribution channels. These factors collectively influence customer perceptions and satisfaction with the restaurant's accessibility and location(Kukanja et al., 2017).

- *Promotion:* The dimension of promotion encompasses a range of activities aimed at attracting and engaging customers. This includes signage, menu design, special offers, direct sales, advertisements, invitations, and special events. These promotional efforts, are crucial for immediate customer feedback and rely significantly on the professionalism of the staff(Din et al., 2012). Quality in promotional activities is assessed through functional elements like recommendations and technical aspects such as the design of menus and the effectiveness of discounts. Our model incorporates key quality indicators such as visible marketing signs, special attention and compliments, staff recommendations, volume of sales campaigns and special offers, and social media advertising(Kukanja et al., 2017; Taylor & Long-Tolbert, 2002).
- *People:* In restaurant quality management, the role of people is a critical dimension, significantly impacting customer perceptions and experiences. Numerous studies highlight the importance of staff attributes such as politeness, competence, and social factors, including warmth, respect, and support(Waxman, 2006). Key quality indicators include thesufficient number of staff to ensure quality service, the presence of the restaurant manager, the hospitality and competence of the staff, and the interactions with other customers. These indicators, derived from instruments like SERVQUAL, DINESERV, and Tangserv, are essential for assessing the human element in restaurant service quality(Kukanja et al., 2017; Martínez-Tur et al., 2011).
- *Process:* Process in restaurant quality management primarily revolves around the activities of service staff and the overall service encounter. Previous studies emphasize various dimensions within this construct, including staff responsiveness, order accuracy, guest attendance, and service speed(Heung et al., 2000). Promptness in addressing guest inquiries and the helpfulness of staff in fulfilling customer needs are crucial indicators of service quality (Nam et al., 2011). Our study incorporates quality indicators like staff responsiveness, restaurant operating hours, waiting times, and overall efficiency in service delivery to gauge customer perceptions of process quality(Kukanja et al., 2017).
- *Physical Evidence:* Physical evidence in the restaurant industry encompasses the tangible environment that significantly impacts the perception of service quality. According to various studies, cleanliness, ambiance, and overall design are critical factors. For instance, cleanliness directly

influences quality perception, while the overall ambiance affects customer satisfaction(Sester et al., 2013). Quality indicators such as the cleanliness of premises, neatness and presentability of staff, comfort, sense of security, and design aligned with the food offering, derived from the DINESERV and Tangserv scales, are essential for evaluating service quality in restaurants(Barber et al., 2011; Kukanja et al., 2017).

- *Customer Satisfaction:* Customer satisfaction in the restaurant industry is a critical determinant of overall service quality and repeat patronage. It encompasses various elements such as the quality of food, service, ambiance, and value for money. Scholars have identified specific indicators of customer satisfaction, including the level of contentment with the dining experience, the likelihood of returning, and the propensity to recommend the restaurant to others(Sabir et al., 2014). Customer satisfaction focuses on aspects such as dining experience, service quality, and the overall perception of value, which collectively influence the customer's decision to return and advocate for the restaurant(Gupta et al., 2007; Homburg & Stock, 2004).
- *Customer Lifetime Value:* Customer Lifetime Value (CLV) is a crucial metric in the restaurant industry that measures the total worth of a customer over the entire duration of their relationship with the business. It encompasses factors such as the frequency of visits, average spend per visit, and the duration of the customer's loyalty. CLV helps in understanding the long-term value of maintaining strong customer relationships and the impact of customer satisfaction on profitability(A. Dandis et al., 2023; Zeithaml et al., 2001).

**Pilot Testing**

In the initial phase of this study, a pilot test was conducted with 100 respondents, representing approximately 25% of the total sample size.

**Total Sample collected:**

In total, 800 questionnaires were distributed in Online and offline mode, of which 505 were received. Upon scrutiny, 473 responses met the stringent inclusion criteria (with no missing values) and were chosen for further analysis. Similarly, for the online mode of data collection, a Google Form was created, and the link was shared with over 400 individuals via email, WhatsApp. Out of these, 130 responses were deemed adequate and selected for further analysis.

**Statistical Analysis Tool**

The data collected for this study undergo a meticulous analysis utilizing various software tools, including MS Excel, IBM SPSS, and SmartPLS, to ensure comprehensive and precise results. Descriptive statistics, encompassing measures such as mean, median, mode, and standard deviation, are employed to offer an insightful overview of the sample.

Analysis of Variance (ANOVA), Partial Least Squares Structural Equation Modelling (PLS-SEM), and non-parametric tests such as the Kruskal-Wallis H test. These techniques provide a robust framework for exploring and validating the hypothesized relationships and interactions between variables, ensuring the reliability and validity of the research findings.

The researcher employed Smart PLS 4.0 software to conduct Partial Least Squares Structural Equation Modelling (PLS-SEM), a statistical technique selected for its robustness in analyzing the collected data and evaluating the proposed relationships within the context of this study. PLS-SEM, a subset of Structural Equation Modelling (SEM), is particularly advantageous for examining complex models and datasets exhibiting non-normal distribution(J. F. Hair et al., 2011; Jha et al., 2023).

**Data Analysis and Interpretation:**

**Demographic Details**

| **Demographic Variable** | **Category** | **Frequency** | **Percentage (%)** |
|---|---|---|---|
| **Gender** | Male | 384 | 63.7 |
| | female | 219 | 36.3 |
| | **Total** | **603** | **100.0** |
| **Age** | 18-29 years | 70 | 11.6 |
| | 30-40 years | 179 | 29.7 |
| | 41-51 years | 137 | 22.7 |
| | 52-62 years | 89 | 14.8 |
| | 62 years and above | 128 | 21.2 |
| | **Total** | **603** | **100.0** |
| **Occupation** | Student | 251 | 41.6 |
| | Not employed | 84 | 13.9 |
| | Private sector employee | 173 | 28.7 |
| | Govt./Public service | 43 | 7.1 |
| | Self-employed | 52 | 8.6 |
| | **Total** | **603** | **100.0** |
| **Marital Status** | Unmarried | 168 | 27.9 |
| | Married/Engaged | 429 | 71.1 |
| | Divorced/Widowed/Separated | 6 | 1.0 |
| | **Total** | **603** | **100.0** |

| | | | |
|---|---|---|---|
| **Family Size** | Family of two or less | 287 | 47.6 |
| | Family with 3-5 members | 237 | 39.3 |
| | Family with 5 or more members | 79 | 13.1 |
| | **Total** | **603** | **100.0** |
| **Income** | Less than 100,000 | 83 | 13.8 |
| | 100,001 - 200,000 | 41 | 6.8 |
| | 200,001 - 500,000 | 78 | 12.9 |
| | 500,001 - 1,000,000 | 143 | 23.7 |
| | 1,000,000 and above | 258 | 42.8 |
| | **Total** | **603** | **100.0** |

**Normality Analysis**

| | | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|---|
| Constructs | | Statistic | Df | Sig. | Statistic | df | Sig. |
| Product | Product1 | 0.271 | 584 | 0.000 | 0.753 | 584 | 0.000 |
| | Product2 | 0.226 | 584 | 0.000 | 0.871 | 584 | 0.000 |
| | Product3 | 0.256 | 584 | 0.000 | 0.808 | 584 | 0.000 |
| | Product4 | 0.294 | 584 | 0.000 | 0.728 | 584 | 0.000 |
| | Product5 | 0.294 | 584 | 0.000 | 0.728 | 584 | 0.000 |
| Price | Price1 | 0.241 | 584 | 0.000 | 0.872 | 584 | 0.000 |
| | Price2 | 0.246 | 584 | 0.000 | 0.845 | 584 | 0.000 |
| | Price3 | 0.277 | 584 | 0.000 | 0.818 | 584 | 0.000 |
| | Price4 | 0.254 | 584 | 0.000 | 0.852 | 584 | 0.000 |
| | Price5 | 0.254 | 584 | 0.000 | 0.852 | 584 | 0.000 |
| Place | Place1 | 0.275 | 584 | 0.000 | 0.827 | 584 | 0.000 |
| | Place2 | 0.233 | 584 | 0.000 | 0.820 | 584 | 0.000 |
| | Place3 | 0.228 | 584 | 0.000 | 0.840 | 584 | 0.000 |
| | Place4 | 0.239 | 584 | 0.000 | 0.844 | 584 | 0.000 |
| | Place5 | 0.256 | 584 | 0.000 | 0.813 | 584 | 0.000 |
| People | People1 | 0.307 | 584 | 0.000 | 0.696 | 584 | 0.000 |
| | People2 | 0.264 | 584 | 0.000 | 0.794 | 584 | 0.000 |
| | People3 | 0.264 | 584 | 0.000 | 0.794 | 584 | 0.000 |
| | People4 | 0.271 | 584 | 0.000 | 0.816 | 584 | 0.000 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | People5 | 0.277 | 584 | 0.000 | 0.754 | 584 | 0.000 |
| Promotion | Promotion1 | 0.259 | 584 | 0.000 | 0.864 | 584 | 0.000 |
| | Promotion2 | 0.254 | 584 | 0.000 | 0.839 | 584 | 0.000 |
| | Promotion3 | 0.251 | 584 | 0.000 | 0.835 | 584 | 0.000 |
| | Promotion4 | 0.231 | 584 | 0.000 | 0.836 | 584 | 0.000 |
| | Promotion5 | 0.268 | 584 | 0.000 | 0.836 | 584 | 0.000 |
| Process | Process1 | 0.256 | 584 | 0.000 | 0.867 | 584 | 0.000 |
| | Process2 | 0.291 | 584 | 0.000 | 0.861 | 584 | 0.000 |
| | Process3 | 0.330 | 584 | 0.000 | 0.818 | 584 | 0.000 |
| | Process4 | 0.291 | 584 | 0.000 | 0.857 | 584 | 0.000 |
| | Process5 | 0.291 | 584 | 0.000 | 0.857 | 584 | 0.000 |
| Physical Evidence | PE1 | 0.315 | 584 | 0.000 | 0.765 | 584 | 0.000 |
| | PE2 | 0.315 | 584 | 0.000 | 0.765 | 584 | 0.000 |
| | PE3 | 0.289 | 584 | 0.000 | 0.807 | 584 | 0.000 |
| | PE4 | 0.265 | 584 | 0.000 | 0.815 | 584 | 0.000 |
| | PE5 | 0.272 | 584 | 0.000 | 0.815 | 584 | 0.000 |
| Customer Satisfaction | CS5 | 0.227 | 584 | 0.000 | 0.882 | 584 | 0.000 |
| | CS1 | 0.227 | 584 | 0.000 | 0.882 | 584 | 0.000 |
| | CS2 | 0.250 | 584 | 0.000 | 0.872 | 584 | 0.000 |
| | CS3 | 0.221 | 584 | 0.000 | 0.892 | 584 | 0.000 |
| | CS4 | 0.217 | 584 | 0.000 | 0.876 | 584 | 0.000 |
| Customer Lifetime Value | CLV1 | 0.218 | 584 | 0.000 | 0.887 | 584 | 0.000 |
| | CLV2 | 0.237 | 584 | 0.000 | 0.885 | 584 | 0.000 |
| | CLV3 | 0.262 | 584 | 0.000 | 0.874 | 584 | 0.000 |
| | CLV4 | 0.244 | 584 | 0.000 | 0.874 | 584 | 0.000 |
| | CLV5 | 0.286 | 584 | 0.000 | 0.843 | 584 | 0.000 |
| | CLV6 | 0.287 | 584 | 0.000 | 0.853 | 584 | 0.000 |
| | CLV7 | 0.312 | 584 | 0.000 | 0.804 | 584 | 0.000 |
| | CLV8 | 0.312 | 584 | 0.000 | 0.606 | 584 | 0.000 |

**Factor Loading**

| | CLV | CS | PE | People | Place | Price | Process | Product | Promotion |
|---|---|---|---|---|---|---|---|---|---|
| **CLV1** | 0.786 | | | | | | | | |
| **CLV2** | 0.792 | | | | | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **CLV3** | 0.763 | | | | | | | | |
| **CLV4** | 0.795 | | | | | | | | |
| **CLV5** | 0.751 | | | | | | | | |
| **CLV6** | 0.755 | | | | | | | | |
| **CLV7** | 0.714 | | | | | | | | |
| **CS2** | | 0.913 | | | | | | | |
| **CS3** | | 0.86 | | | | | | | |
| **CS4** | | 0.898 | | | | | | | |
| **CS5** | | 0.92 | | | | | | | |
| **PE2** | | | 0.702 | | | | | | |
| **PE3** | | | 0.892 | | | | | | |
| **PE4** | | | 0.9 | | | | | | |
| **PE5** | | | 0.898 | | | | | | |
| **People1** | | | | 0.914 | | | | | |
| **People2** | | | | 0.876 | | | | | |
| **People4** | | | | 0.865 | | | | | |
| **People5** | | | | 0.879 | | | | | |
| **Place1** | | | | | 0.876 | | | | |
| **Place2** | | | | | 0.868 | | | | |
| **Place3** | | | | | 0.879 | | | | |
| **Place4** | | | | | 0.877 | | | | |
| **Place5** | | | | | 0.684 | | | | |
| **Price1** | | | | | | 0.924 | | | |
| **Price2** | | | | | | 0.912 | | | |
| **Price3** | | | | | | 0.89 | | | |
| **Price5** | | | | | | 0.918 | | | |
| **Process1** | | | | | | | 0.795 | | |
| **Process2** | | | | | | | 0.877 | | |
| **Process3** | | | | | | | 0.874 | | |
| **Process4** | | | | | | | 0.887 | | |
| **Product1** | | | | | | | | 0.875 | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Product2** | | | | | | | | 0.843 | |
| **Product3** | | | | | | | | 0.901 | |
| **Product4** | | | | | | | | 0.881 | |
| **Promotion1** | | | | | | | | | 0.855 |
| **Promotion2** | | | | | | | | | 0.862 |
| **Promotion3** | | | | | | | | | 0.86 |
| **Promotion4** | | | | | | | | | 0.842 |
| **Promotion5** | | | | | | | | | 0.791 |

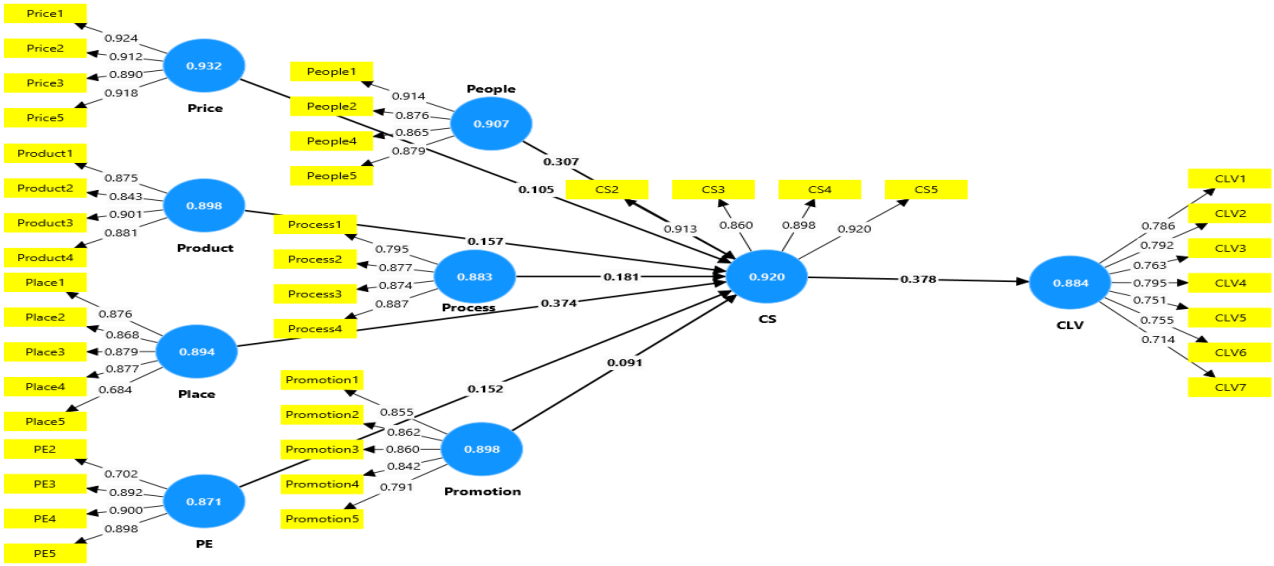
**Reliability Analysis**

| Construct | Cronbach's alpha | Composite reliability (rho_c) |
|---|---|---|
| CLV | 0.884 | 0.908 |
| CS | 0.920 | 0.943 |
| PE | 0.871 | 0.913 |
| People | 0.907 | 0.935 |
| Place | 0.894 | 0.923 |
| Price | 0.932 | 0.951 |
| Process | 0.883 | 0.918 |
| Product | 0.898 | 0.929 |
| Promotion | 0.898 | 0.924 |

**Fornell-Larcker Criterion**

| **Construct** | **CLV** | **CS** | **PE** | **People** | **Place** | **Price** | **Process** | **Product** | **Promotion** |
|---|---|---|---|---|---|---|---|---|---|
| CLV | 0.765 | | | | | | | | |
| CS | 0.378 | 0.898 | | | | | | | |
| PE | 0.466 | 0.452 | 0.852 | | | | | | |
| People | -0.471 | -0.297 | -0.524 | 0.884 | | | | | |
| Place | 0.495 | 0.554 | 0.532 | -0.618 | 0.840 | | | | |
| Price | 0.322 | 0.339 | 0.369 | -0.404 | 0.342 | 0.911 | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Process | 0.499 | 0.491 | 0.531 | -0.383 | 0.515 | 0.396 | 0.859 | | |
| Product | 0.451 | 0.376 | 0.486 | -0.812 | 0.584 | 0.450 | 0.392 | 0.875 | |
| Promotion | 0.525 | 0.506 | 0.549 | -0.583 | 0.736 | 0.335 | 0.560 | 0.619 | 0.842 |




Measurement Model

R² Statistics

| **Construct** | **R²** | **R² Adjusted** |
|---|---|---|
| CLV | 0.243 | 0.141 |
| CS | 0.415 | 0.408 |

The coefficient of determination ($R^2$) is a crucial metric that represents the proportion of variance in the endogenous constructs explained by the exogenous constructs. It indicates the model's explanatory power and is synonymous with in-sample predictive power (Gefen et al., 2011). $R^2$ values range from 0 to 1, with higher values reflecting better explanatory capability.

In this study, the $R^2$ values ranged from 0.243 to 0.415 (see Table 4.24), reflecting a moderate level of predictive power.

**Results of Path Analysis**

| Hypothesis | Relationship | β-Value | Std Deviation (STDEV) | t-Value | p-Value |
|---|---|---|---|---|---|
| H1 | Product -> CS | 0.157 | 0.056 | 2.824 | 0.002 |
| H2 | Price -> CS | 0.105 | 0.040 | 2.607 | 0.005 |
| H3 | Place -> CS | 0.374 | 0.057 | 6.558 | 0.000 |
| H4 | Promotion-> CS | 0.091 | 0.055 | 1.652 | 0.049 |
| H5 | Physical Evidence -> CS | 0.374 | 0.057 | 6.558 | 0.000 |
| H6 | Process -> CS | 0.181 | 0.047 | 3.858 | 0.000 |
| H7 | People -> CS | 0.307 | 0.052 | 5.873 | 0.000 |

## Conclusion

In conclusion, Chapter 4 comprehensively examined various aspects of the data to assess the factors influencing Customer Lifetime Value (CLV). The chapter began with an overview of the demographic profile of respondents, detailing gender, age, education level, occupation, marital status, income, and family details. Descriptive statistics and normality tests provided insights into the distribution and characteristics of the data. Structural Equation Modelling (SEM) analysis followed, evaluating both the measurement model and structural model, including factor loadings, reliability, validity, multicollinearity, $R_2$ values, and predictive power. The relationship testing further elucidated the connections between variables. The demographic analysis revealed significant variations in CLV based on age, income level, occupation, and marital status, while family size showed no notable impact. These findings underscore the importance of incorporating demographic factors into CLV assessments and highlight the need for tailored strategies to address the diverse needs of different customer segments.

## Contributions (Theoretical, Practical)

### Theoretical Implications

This research contributes significantly to the theoretical understanding of customer satisfaction and customer lifetime value (CLV) in the restaurant industry by validating and extending several established theories.

1. **Service Quality Theory**: This study supports and extends the Service Quality Theory (Parasuraman, Zeithaml, & Berry, 1985), which posits that various dimensions of service quality, including product

quality and the physical environment, are critical determinants of customer satisfaction. The strong associations found between product quality, physical evidence, and customer satisfaction reinforce the theory's assertion that high-quality service attributes lead to enhanced customer experiences.

2. **Expectancy-Disconfirmation Theory**: The significant impact of price for value perception on customer satisfaction aligns with Expectancy-Disconfirmation Theory (Oliver, 1999). This theory suggests that customer satisfaction results from comparing perceived performance with expectations. The study's findings highlight that customers' perceived value for money significantly influences their satisfaction levels, supporting the theory's premise that price perceptions play a crucial role in customer satisfaction.

3. **Servicescape Theory**: The study's results underscore the importance of the physical environment in shaping customer satisfaction, as outlined in Servicescape Theory (Bitner, 1992). The positive relationship between the convenience of the location and customer satisfaction validates the theory's assertion that the physical setting significantly impacts customer perceptions and experiences.

4. **Integrated Services Marketing Communication Theory**: The marginally significant effect of promotional strategies on customer satisfaction supports the Integrated Services Marketing Communication Theory (Schultz & Schultz, 2010). This theory emphasizes that effective communication of the service value proposition through promotions can enhance customer perceptions. Although the effect was modest, it suggests that promotional efforts contribute to customer satisfaction by clarifying and reinforcing the value of the service.

5. **Service Process Theory**: The study's findings regarding the smoothness of service processes reinforce Service Process Theory (Zeithaml et al., 1985). This theory posits that efficient and effective service delivery processes are crucial for enhancing customer satisfaction. The positive relationship between smooth processes and customer satisfaction highlights the importance of operational efficiency in improving customer experiences.

6. **Interpersonal Service Quality Theory**: The strong effect of supportive and professional staff on customer satisfaction is consistent with the Interpersonal Service Quality Theory (Parasuraman et al., 1988). This theory stresses that the quality of interpersonal interactions between service staff and customers significantly impacts satisfaction. The study's results confirm that staff behavior and professionalism are key drivers of customer satisfaction.

7. **Customer Loyalty Theory**: Finally, the robust positive relationship between customer satisfaction and CLV supports Customer Loyalty Theory (Anderson & Sullivan, 1993). This theory suggests that

satisfied customers are more likely to exhibit loyalty behaviors, such as repeat purchases and referrals, which enhance their lifetime value. The study's findings reinforce this theory by demonstrating that high customer satisfaction leads to increased customer loyalty and higher CLV.

In summary, this research not only corroborates existing theoretical frameworks but also provides new insights into how different aspects of service quality, including product, pricing, location, promotions, process, and staff interactions, influence customer satisfaction and lifetime value. These contributions deepen the understanding of customer behavior in the restaurant industry and offer a more comprehensive view of how various service attributes impact long-term customer relationships.

**Practical Implications**

The findings of this research offer several practical implications specifically tailored for stand-alone restaurants, aiming to enhance customer satisfaction and increase customer lifetime value (CLV). Here's how these insights can be applied in the context of independent, stand-alone dining establishments:

1. **Prioritize Product Quality**: For stand-alone restaurants, maintaining high product quality is crucial due to the direct impact it has on customer satisfaction. Independent restaurants often rely on word-of-mouth and repeat business, making product excellence essential. Restaurateurs should focus on sourcing fresh, high-quality ingredients and regularly updating the menu to reflect seasonal trends and customer preferences. Investing in kitchen staff training to uphold consistent standards can further enhance the dining experience and foster customer loyalty.

2. **Optimize Pricing Strategies for Value Perception**: Stand-alone restaurants should carefully craft their pricing strategies to ensure they align with the perceived value of their offerings. Given that independent restaurants often compete with larger chains, setting competitive prices while emphasizing value through portion sizes, unique ingredients, and quality service is key. Introducing value-driven promotions and loyalty programs can help reinforce customers' perceptions of receiving good value, thereby improving satisfaction and encouraging repeat visits.

3. **Enhance Location Convenience**: The convenience of a restaurant's location plays a significant role in customer satisfaction. Stand-alone restaurants should ensure they are situated in accessible areas with ample parking and clear signage. For restaurants that may have less ideal locations, efforts should be made to improve visibility and accessibility, such as enhancing signage, offering valet parking, or collaborating with local transport services to ease customer access.

4. **Develop Targeted Promotional Strategies**: Although the effect of promotional strategies on customer satisfaction was marginally significant, it still suggests that stand-alone restaurants should employ

targeted and creative marketing approaches. Independent restaurants should leverage local marketing channels, social media, and community events to build brand awareness and attract new customers. Personalized promotions and seasonal specials can also resonate well with the local clientele and strengthen customer relationships.

5. **Maintain Positive Physical Evidence**: In stand-alone restaurants, the physical environment significantly influences customer perceptions and satisfaction. Ensuring a clean, aesthetically pleasing, and well-maintained dining space is essential. Independent restaurants should invest in creating a welcoming ambiance through thoughtful décor, comfortable seating, and regular upkeep. A positive physical environment enhances the overall dining experience and can differentiate the restaurant from competitors.

6. **Streamline Service Processes**: Efficient service processes are vital for stand-alone restaurants, where operational efficiency directly impacts customer satisfaction. Implementing streamlined workflows, reducing wait times, and training staff to deliver prompt and attentive service are crucial. Technology solutions like reservation systems and digital payment options can also improve service efficiency and customer convenience, contributing to higher satisfaction levels.

7. **Enhance Staff Interactions**: The importance of supportive and professional staff cannot be overstated in stand-alone restaurants. Since independent establishments often rely on personalized service to build loyalty, investing in staff training to develop excellent customer service skills is key. Staff should be trained to engage positively with customers, handle inquiries professionally, and provide a memorable dining experience, which can lead to increased satisfaction and customer retention.

8. **Focus on Customer Satisfaction to Drive CLV**: For stand-alone restaurants, prioritizing customer satisfaction is essential for driving long-term customer value. By consistently delivering exceptional dining experiences and addressing customer feedback, independent restaurants can foster loyalty and encourage repeat business. Enhancing customer satisfaction through quality service and personalized interactions will ultimately increase CLV, contributing to sustained success and growth.

In summary, stand-alone restaurants can apply these practical implications to improve customer satisfaction and increase customer lifetime value. By focusing on product quality, value perception, location convenience, targeted promotions, physical evidence, service processes, staff interactions, and overall customer experience, independent restaurants can enhance their competitive edge and build long-lasting customer relationships.

**Conclusion of the Study**

The study offers a comprehensive exploration of the application of the 7Ps marketing mix framework

in enhancing customer satisfaction within stand-alone restaurants in Pune, India, revealing both theoretical and practical insights. It highlights the essential role of each of the 7Ps—Product, Price, Place, Promotion, People, Process, and Physical Evidence—in creating a well-rounded dining experience that meets customer expectations. Quality of food and competitive pricing are key to attracting customers, while effective promotional strategies boost a restaurant's visibility. The research underscores the strong relationship between customer satisfaction and loyalty, emphasizing that satisfied customers are more likely to return and recommend the restaurant to others, which drives long-term business success. Service quality, delivered through well-trained staff and efficient processes, also plays a critical role in enhancing the dining experience. In addition, the 'Physical Evidence' component, such as an inviting restaurant ambiance, significantly influences customer perceptions. Robust data analysis using Non-Parametric ANOVA and Structural Equation Modelling (SEM) confirms that each element of the 7Ps uniquely contributes to customer satisfaction and loyalty, highlighting the importance of a balanced marketing strategy. Practical recommendations for restaurant managers include investing in staff training, improving product offerings, optimizing pricing strategies, and creating a welcoming physical environment to boost customer satisfaction and lifetime value. Overall, the study contributes to both theory and practice by validating the relevance of the 7Ps framework in the restaurant industry, offering actionable insights for enhancing customer satisfaction and loyalty, and serving as a valuable resource for researchers and practitioners alike.

**Limitations of the Study**

The study on the impact of the 7Ps marketing mix framework on customer satisfaction in stand-alone restaurants in Pune, India, presents several limitations that warrant consideration. The primary limitation is its ‘geographical focus’, which confines the research to Pune and may restrict the generalizability of the findings to other regions or types of dining establishments. Results might differ in varied cultural, economic, and competitive environments, highlighting the need for similar studies in diverse locations to validate the conclusions.

Another potential limitation is ‘sample size and diversity’; if the study's sample is not sufficiently large or representative, it may not accurately reflect the broader population, leading to biased results. The ‘cross-sectional design’ of the study, which captures data at a single point in time, also limits the ability to assess long-term changes in customer satisfaction or the sustained effects of marketing strategies.

Furthermore, the reliance on ‘subjective customer feedback’ introduces variability, as individual perceptions of satisfaction can differ widely, and the use of self-reported data may lead to socially desirable responses rather than genuine feedback. Additionally, the study may not fully explore ‘external factors’ such as economic conditions, competition, or seasonal variations, which can influence customer behavior and potentially skew results. Lastly, the potential for ‘response bias’ in survey-based studies is a concern, as participants may not always provide accurate or honest answers, which could affect the reliability of the data and the validity of the findings. These limitations suggest the need for cautious interpretation of the results and offer directions for future research to deepen the understanding of customer satisfaction dynamics in the restaurant industry.

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